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PROGRAM

# DLAMP

## Guide for Supervisors

Preparing  
Department of Defense Civilians  
for Strategic Leadership in  
the Joint Environment





## Introduction

Congratulations! One of your employees has been selected to participate in the Defense Leadership and Management Program (DLAMP).

DLAMP's mission is to prepare a cadre of high potential senior civilians for critical leadership positions throughout the Department of Defense (DoD). Through DLAMP these individuals will attain a DoD-wide perspective, a solid grasp of national security issues and the ability to operate in an increasingly complex Joint environment.

DLAMP provides a flexible framework that takes into account the knowledge and experiences that the participant brings to the program. Generally, participants will complete the program through intermittent yet steady activity, within two to three years of entry. The DLAMP requirements are:

- A master's degree from an accredited college or university;
- Senior-level Professional Military Education (resident or distance education);
- Graduate level courses in business management and public policy;
- Foundation courses in national security and executive leadership.

Although not a program requirement, we strongly encourage participants to have a mentor at the Senior Executive Service (SES) or General/Flag Officer level. A mentoring relationship will foster your employee's professional development and

progression throughout DLAMP and beyond.

Developmental assignments are also recommended. A developmental assignment will allow your employee to put into action the knowledge and competencies gained through DLAMP activities in an environment that encourages the participant to stretch his or her capabilities to the next level.

As the supervisor of a DLAMP participant, you will play a pivotal role in his or her successful completion of the program. The purpose of this guide is to help you contribute to your employee's success. To do that, we have provided an overview of the program requirements and some ideas on how you can support your employee and the program.

I hope that you find this information useful. Resources for additional information are listed in the last section of this guide. Thank you for your contributions to the development of a future leader for the Department of Defense.

Diane R. Lilienthal  
Program Manager  
Defense Leadership and Management Program



## **The Supervisor's Role**

As the supervisor of a DLAMP participant, your active support and assistance will be invaluable. Throughout this guide, we will point out where you have actual program responsibilities. Here are some ways in which you can demonstrate your support for the participant and the DLAMP program:

### **For the participant:**

- Help the participant set realistic, achievable goals.
- Assist the participant in making contacts outside of the organization and in establishing networking relationships.
- Provide honest and constructive feedback.
- Challenge the participant in day-to-day assignments, that allow him or her to demonstrate the knowledge and skills gained through DLAMP.
- Help the participant balance mission priorities with DLAMP activities.
- Celebrate successes and recognize participant accomplishments.

### **For DLAMP:**

- Recommend only the best and brightest future leaders for selection to DLAMP.
- Host a DLAMP participant on a developmental assignment.
- Seek out DLAMP participants when filling vacant leadership positions in your organizations.
- Volunteer as a mentor for a participant from another office.

As your participant progresses through the program, the benefits to your organization will become readily apparent. With each DLAMP experience, your employee will gain knowledge and skills applicable to the mission of the Department, a broader perspective and enhanced leadership capability. The return on the investment for supporting the development of your employee will be tangible for your organization and for the Department of Defense.



## **Mapping the Road to Success**

DLAMP participants enter the program at different grade levels and bring a variety of experiences. For this reason, each participant conducts a self-assessment of his or her knowledge, skills and abilities in comparison to the developmental objectives of DLAMP. Complete information on the self-assessment is provided in the Participant Handbook located on the DLAMP website, [www.cpms.osd.mil/jlidd](http://www.cpms.osd.mil/jlidd).

With your approval, the participant is ready to apply for the Leadership I course, the first course to be completed within six months of admission to DLAMP. As part of the Leadership I course, participants will complete a 360-degree leadership assessment that measures the participant's level of proficiency in each of the Office of Personnel Management's Executive Core Qualifications (ECQs). During Leadership I, the participant will receive individual feedback and coaching on the results of the assessment. This information is additional input for use in developing an Individual Development Plan (IDP).

The next step is to determine which program requirements have already been fulfilled based on prior education and experience. For example, if a participant has an advanced degree from an accredited institution, that requirement has been met. The subject matter and currency of the degree and other recent professional development will be considered in identifying the individual's requirement

for round-out courses in business management and public policy. Similarly, if the participant has completed senior-level Professional Military Education, the PME requirement would be met.

The IDP must be submitted to the Component DLAMP Representative for review and approval within 60 days after the participant completes the Leadership I course. The IDP should be developed with your input and, if applicable, that of the participant's mentor. The participant will want to discuss with you the various options for completing program requirements, considering how to balance the organization's mission requirements with DLAMP activities, and then establish a timeline for completing required program elements. It is important to consider the best times for lengthy periods away from the office so that the organization is not adversely impacted.

The following information should help you better understand each of the program elements and the options that are available to the participant in structuring his or her personal developmental program.



## DLAMP Milestones

The chart below recaps the program milestones and provides a summary of your role at each step. Additional information on each milestone follows the chart.

<b>Milestone</b>	<b>Due Date</b>	<b>Supervisor Responsibility</b>
Participant Self-Assessment	Upon admission to DLAMP	Discuss results and identify program and developmental needs.
Select a mentor (strongly encouraged)	Prior to attending the DLAMP Orientation	Offer to help connect participant with potential mentors. The mentor should be a senior level civilian or military member with whom the participant is able to develop a comfortable ongoing relationship.

Milestone	Due Date	Supervisor Responsibility
Attend Orientation	As scheduled by DLAMP	Release for attendance.
Attend Leadership I course	Within six months of admission to DLAMP	Release for attendance. Complete leadership assessment.
Individual Development Plan	Within 60 days of completion of Leadership I course; annual updates	Encourage participant to use the results of the self-assessment and executive skills assessment from the Leadership I course to identify developmental needs. Discuss plan and proposed schedule for DLAMP annual activities. Factor in critical organization milestones to avoid conflict with participant's plan. Certify the annual IDP.

Milestone	Due Date	Supervisor Responsibility
Annual Good Standing Review	October 1 – September 30	Encourage and support participant's active engagement in DLAMP activities. Annually, certify participant's good standing assessment to your Component.
<b>Program Elements, as required:</b> Master's degree  National Security Foundation Course  Professional Military Education  Round-Out Courses  Developmental Assignments (encouraged)	Per Individual Development Plan	Nominate participant, as required, for specific program elements. Release for attendance. Discuss progress and advise on issues that arise. Monitor growth in target competencies, refine plan as needed.

Milestone	Due Date	Supervisor Responsibility
Attend Leadership II course	As scheduled by DLAMP	Release for attendance.
Application to complete DLAMP	During the Component call for completion packages	Determine participant's eligibility for program completion. If eligible, prepare the assessment of the participant's proficiency in each of the OPM Executive Core Qualifications and DLAMP Defense Criterion.
Graduation Ceremony	As scheduled by DLAMP	Acknowledge participant's achievement by attending the Graduation Ceremony or through recognition in the office.



## The Details

**Participant Self-Assessment:** The self-assessment is a tool to assist the participant in identifying educational and developmental needs. It reflects the competencies (i.e., Executive Core Qualifications and Broad Defense Perspective) required for senior leadership positions. The participant assesses his or her capabilities to determine competency gaps, and then identifies activities that will enhance skills and knowledge in those areas. The results of the self-assessment are used to assist the participant in planning short and long-term objectives, and to develop his or her IDP. The self-assessment tool may be found in the Participant Information Center of the DLAMP website, [www.cpms.osd.mil/jlidd](http://www.cpms.osd.mil/jlidd).

One of the most difficult things for individuals to do is to evaluate themselves objectively. As the supervisor, you may be able to offer insights based on your employee's past performance. Be sure to emphasize strengths and make suggestions on developmental needs. You may also want to discuss supplementing DLAMP activities with local experiences, such as participating on committees and task forces, readings from the Commander's suggested reading list, seeking opportunities to present briefings, and leading teams.

**Mentoring:** DLAMP strongly supports participants having a mentor at the Senior Executive Service (SES) or General/Flag Officer levels. Mentors at this senior level provide value resources, insights and

constructive advice from a broad perspective.

**Orientation:** DLAMP conducts a one-day orientation in the Washington, DC area, for newly selected participants.

**Individual Development Plan (IDP):** The IDP is a planning document that maps the participant's needs and plans for program completion. It lists and sets a tentative schedule for each DLAMP activity. New participants submit their initial IDPs within sixty days of completing the Leadership I course. It is then reviewed and updated at least annually, throughout the participant's time in DLAMP. The IDP is also used to evaluate the participant's "good standing" for continuation in the program. The supervisor approves and signs the completed IDP. A sample format is in the Participant Information Center of the DLAMP website.

Keep in mind that the IDP is a plan — it does not enroll the participant in courses, constitute an application to a particular PME institution, or request a developmental assignment. Specific procedures must be followed by the participant and distinct due dates exist for these activities. The Component and DLAMP Office staffs will use the IDPs to project resource requirements; therefore, it is important that all dates and information on the IDP be as complete as possible.

Balancing the participant's IDP with the organization's workload and milestones is critical. It is essential that you know what is on the IDP so that you can plan for your participant's time away from

the office, assign substitutes for the participant's work assignments, and alleviate the need for last minute cancellation of activities.

**Good Standing:** This is the annual evaluation to determine if the participant has met program requirements for the good standing cycle (October 1-September 30). To be in good standing, the participant must have a current IDP; have had no adverse suitability determinations; have received a minimum performance appraisal of "pass" or "fully successful" for the evaluation period; have met DLAMP standards of good conduct; and have completed the required minimum level of annual activity (see Guidelines in the Participant Information Center of the DLAMP website for specific requirements).

The supervisor has an important role in making it possible for the participant to accomplish their planned activity, and in ensuring and certifying the participant's good standing in DLAMP.

**Graduate Education:** Participants who do not have an advanced degree may obtain one through professional military education (PME) (where master's degrees are conferred) or through an accredited university on a full-time or part-time basis. University programs funded by DLAMP will focus on business, management, public administration, public policy, or similar disciplines.

**Foundation Courses:** Participants are required to complete the following courses (a waiver may be requested based on comparable course work completed within the last five years):

**- National Security Foundation Course:**

Participants complete this online graduate-level course prior to attending PME. The course will familiarize the participant with the historical and current issues and trends in national security policy strategy and decision-making.

- Leadership Courses:** DLAMP participants will complete two leadership courses during their tenure in the program. Leadership I is completed within six months of program entry, the Leadership II course is completed within six months of completion of all other program elements. Both courses focus on the Executive Core Qualifications.

**Round-Out Courses:** Participants with an advanced degree will assess their past formal education with their supervisors and determine whether additional graduate courses in specific subjects would be beneficial to their knowledge base and future career development. As needed, participants may attend up to six graduate level courses in business management and public policy at a local accredited institution. These courses may be in such areas as: accounting and resource management, human resources, information technology, program evaluation and statistics, administrative law and public information management.

**Developmental Assignment:** Participants need to have broad experiences that provide for increased levels of responsibility so that they can apply what they have learned in the classroom and demonstrate their readiness for higher-level positions. DLAMP participants are encouraged to supplement their work experience with at least one developmental assignment to gain experience not generally



available through normal career progression. Joint and interagency assignments are particularly encouraged. DLAMP has posted developmental assignment opportunities at <http://www.cpms.osd.mil/JLDD/jobopportunity>. Resources are extremely limited for developmental assignments. Participants and their supervisors are encouraged to consider job swaps, coordinating concurrent assignments that backfill behind other participants or utilizing other creative means to foster low-cost developmental assignments.

**Professional Military Education:** Participants are required to successfully complete a senior-level course in professional military education. These ten-month resident programs are offered at the Senior Service Schools and the National Defense University. As an alternative, a distance education program is available through the Army War College. PME quota allocations are limited and highly competitive. The Participant Information Center of the DLAMP website contains information on the eligibility requirements and curriculum emphasis of each program.





## **DLAMP Resources**

DLAMP participants remain officially assigned to their permanent duty organization throughout their time in the program. While your participant is away from the office attending class or pursuing a developmental assignment, you remain responsible for all human resources functions, to include time and attendance, performance appraisal, etc.

DLAMP provides funding for all approved activities. Participants must follow DLAMP guidelines to ensure that activities are approved well in advance of the projected start date. Supervisors can assist by ensuring that the participant is able to attend classes as scheduled, since last minute cancellation of program activities can cause significant loss of funds to DoD.

In accordance with the Joint Travel Regulation, Volume II, DLAMP will fund travel and per diem for the participant to attend DLAMP approved activities. For example, DLAMP will issue TDY orders (DD1610) to DLAMP participants to attend DLAMP Orientation, leadership courses, and long-term TDY for PME and developmental assignments.

There are limited backfill funds for participants on long-term TDY. The funds are provided to help pay the salary of an employee or contractor to temporarily replace the participant while away from the job for extended periods of time. Supervisors have numerous options for filling

participant positions, e.g., temporary promotion, new hire, a DLAMP participant on a development assignment, or contract for services. You should contact your Component DLAMP Representative for additional information. Documentation is required to support requests and verify how the participant's position was filled. Approved backfill funds are disbursed through the Component.

## **Additional Information**

**General Information.** The DLAMP website, [www.cpms.osd.mil/jlidd](http://www.cpms.osd.mil/jlidd), provides valuable program information for participants in the Participant Information Center. This includes information on Graduate Education, Round-Out Courses, Professional Military Education, National Security Foundation and Leadership Courses, TDY procedures and necessary forms. It is the best source for up-to-date program information.

**Professional Military Education.** Each of the Senior Service Schools and the National Defense University has a website with curriculum information.

National Defense University (NDU) is located in Washington, DC. It includes the National War College and the Industrial College of the Armed Forces. <http://www.ndu.edu>

Army War College is located in Carlisle, PA. <http://carlisle-www.army.mil>.

Naval War College is located in Newport, RI. <http://www.nwc.navy.mil>.

Air War College is located at Maxwell Air Force Base in Montgomery, AL. <http://www.au.af.mil/au/awc/awchome.htm>.

**Component DLAMP Representatives.** Although DLAMP is centrally managed by the Defense Civilian Personnel Management Service, each Component has a DLAMP representative to assist with program operations. The Component DLAMP representative is your primary contact for information about the program. The contact information for DLAMP Component Representatives is on the DLAMP website.





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